

**UNIVERSITY OF MISSOURI – KANSAS CITY
SCHOOL OF MEDICINE**

**GUIDELINES FOR PROMOTION OF FULL-TIME NON-
REGULAR (NON-TENURE), NON-PHYSICIAN, AND
NON-CLINICAL PHYSICIAN FACULTY**

TABLE OF CONTENTS

- I. INTRODUCTION
- II. INITIAL ACADEMIC APPOINTMENTS AND PROMOTION COMMITTEE
 - A. Requirements by Title
 - i. Adjunct
 - ii. Instructors
 - iii. Assistant
 - iv. Associate or Professor
 - B. Credit for Scholarly Activity at Prior Institution
 - C. Expedited Reviews
- III. AREAS OF SCHOLARLY ACTIVITIES
 - A. Description of Areas of Scholarship
 - i. Research
 - ii. Teaching
 - iii. Clinical Practice
 - iv. Professional Service
- IV. IAAPC REVIEW PROCESS FOR ACADEMIC PROMOTION
 - A. Application Forms
 - B. General Requirements
 - i. Faculty Carrying Modified Tiles
 - ii. Faculty Carrying Unmodified Titles
 - C. Ranked Titles with Modifiers
 - i. Assistant (teaching, research, clinical)
 - ii. Associate (teaching, research, clinical)
 - iii. Professor (teaching, research, clinical)
 - D. Ranked titles Without Modifiers
 - i. Assistant
 - ii. Associate
 - iii. Professor
- V. APPEAL PROCESS
- VI. DOCUMENTS AND ASSESSMENT
- VII. PROMOTION REVIEW SCHEMATICS BY LEVEL OF INTENSITY

I. INTRODUCTION

The University of Missouri – Kansas City (UMKC) School of Medicine (SOM) seeks faculty members who are creative scholars and inspired teachers dedicated to the pursuit of knowledge and its transmission to others. The excellence and reputation of the university depend upon the scholarly productivity and dedication of the faculty. These guidelines provide a mechanism to recognize (appoint or promote) full-time non-regular non-physician and non-clinical physician faculty members with faculty rank commensurate with their contributions.

Separate guidelines exist for promotion of regular tenure-track faculty at UMKC SOM. Those guidelines mandate demonstration of performance in teaching, service, and research. The opportunity for promotion with continuous appointment (tenure) at UMKC SOM can only result following a recommendation by the UMKC SOM regular faculty promotion and tenure committee which is supported by the UMKC Promotion and Tenure advisory committee, provost, and chancellor. While there is some overlap between the UMKC SOM regular tenure-track and the non-regular non-tenure-track promotion guidelines, there is no option for promotion with continuous appointment for faculty undergoing review by the UMKC SOM non-tenure-track promotions committee.

These guidelines address the changing environment of the medical school faculty and emphasize that scholarly activity related to the practice of medicine is the major responsibility of the UMKC SOM. To achieve this goal and to meet specific objectives, a broader definition of scholarly activity is employed. Although traditional scholarship (published research) remains an important element, excellence in teaching, an active commitment to institutional, professional and public service, and clinical practice acumen are equally recognized for their scholarly merit and importance in the faculty promotion process.

II. INITIAL ACADEMIC APPOINTMENT AND PROMOTION COMMITTEE (IAAPC)

The IAAPC shall consist of peers, specifically a total of five professors and associate professors who are themselves non-regular (non-tenure), non-physician, and non-clinical physician faculty, plus the chair of the IAAPC who votes only in cases of a split committee decision. The dean shall appoint the chair from the non-regular (non-tenure), non-physician, and non-clinical physician faculty. The chair shall serve for seven (7) years. Of the five professor and associate professor members three (3) shall be elected by their peers to serve for five (5) years and two (2) shall be appointed by the dean to serve for four (4) years to assure appropriate balance in the composition of the committee. The ballot for election to the committee will be developed by a nominating committee and administered by the UMKC SOM Office of Faculty Affairs.

A. INITIAL FACULTY APPOINTMENT REQUIREMENTS BY TITLE

i. ADJUNCT

The appointment of a candidate for an adjunct title requires review and approval by the appropriate UMKC department chair or UMKC associate dean of their institution, who subsequently submits a formal request to the Office of Faculty Affairs. Final approval authority rests with the School of Medicine (SOM) dean. All requests must include a clearly defined role for the candidate within both the department and the SOM. Faculty holding adjunct titles are ineligible for promotion within the SOM.

Adjunct titles are granted under two specific circumstances: 1) When a faculty member maintains their primary academic appointment at another institution, UMKC will recognize the academic rank held at that accredited university or medical school with the corresponding adjunct modifier. 2) When a faculty member holds part-time employment with the SOM.

ii. INSTRUCTOR

Instructor titles are granted to faculty who serve in a limited teaching role for the School of Medicine (SOM) or university. Candidates for instructor titles must be reviewed and approved by their department chair or UMKC associate dean of their affiliated institution, who then submits a request for

an instructor appointment to the Office of Faculty Affairs. This appointment is subject to approval by the SOM dean. The request must include a clearly defined description of the faculty members' role in both the department and the SOM. Instructor positions are not eligible for promotion.

iii. ASSISTANT PROFESSOR RANK (MODIFIED OR UNMODIFIED)

- Appointment at assistant professor rank is by recommendation of the UMKC department chair or UMKC associate dean of an affiliated institution, if applicable, using the criteria listed below, subject to approval by the SOM dean.
- The candidate's credentials must be reviewed and approved by the department chair or associate dean of his/her affiliated institution, if applicable.

iv. ASSOCIATE PROFESSOR OR PROFESSOR RANK

- Appointment at associate professor or professor rank may be recommended by the department chair or UMKC associate dean of an affiliated institution using the criteria listed below, subject to approval by the SOM dean.
- The candidate's credentials must be reviewed and approved by the department chair or associate dean of his/her affiliated institution, if applicable.
- If the initial faculty appointment is a promotion from the previous rank held by the faculty member, it must adhere to the Expedited Review guidelines detailed below.

B. CREDIT FOR PREVIOUS FACULTY APPOINTMENT AT A PRIOR INSTITUTION

Time in faculty rank at another institution will be considered for initial academic appointment, as well as during IAAPC review involving promotion. Credit will be given for years at rank, and scholarly activities at the previous institution provided there is adequate documentation of the activities. If the IAAPC review is for a candidate that has been at UMKC SOM for more than one year, it should be noted that the IAAPC judges the portfolio for sustained activity at UMKC. Specifically, the faculty member must show that they have continued activity at UMKC (sustained excellence) and not just provide work from the previous institution, regardless of the quality.

C. EXPEDITED REVIEW

There may be occasions when it is in the best interest of the University of Missouri – Kansas City School of Medicine to expedite the promotion process for current faculty members or prospective employees. Such circumstances may include retention efforts for faculty members who have received verified offers at higher ranks from other institutions. Similarly, the university occasionally recruits distinguished scholars who require a rank advancement as a condition of their employment. These situations may necessitate an accelerated review process. When such circumstances arise, the following procedures for expediting promotion evaluations shall be implemented.

The guidelines for initial academic appointment stipulate that the medical school IAAPC must conduct a review whenever a request for an initial academic appointment exceeds the candidate's previously held rank. Following this review, the committee recommends to the dean whether to support or deny the request. If advancement in initial academic rank is discussed during recruitment, no offer for such advancement should be made without first obtaining the outcome of an expedited review by the IAAPCs committee, which should be conducted within fourteen calendar days of a review request.

The department chair is responsible for submitting the following documents. The requirements ensure a thorough assessment of candidates.

1. Detailed Qualification Statement

- Include the candidate's major historical accomplishments.
- Explain anticipated duties if recruited to UMKC.

- Identify specific accomplishments that constitute evidence of Level II or III activity
- Address planned duties in teaching, service, professional/clinical practice, and/or research

2. Current Curriculum Vitae (CV)

- Must be recent (within three months)
- If the CV doesn't sufficiently highlight accomplishments, incorporate this information in your support letter, especially regarding service or clinical practice

3. Teaching Assessment Information

- Since teaching accomplishments are difficult to assess from a CV alone, provide:
 - Comprehensive list of courses, clerkships, and training programs where the candidate served as a director or major contributor.
 - Any available teaching evaluations

III. AREAS OF SCHOLARLY ACTIVITIES FOR IAAPC REVIEW

These guidelines have been developed to assist candidates in the recognition of scholarly merit. The UMKC SOM recognizes four (4) areas of scholarly activity that are germane to the IAAPC process for non-tenure, non-physician, and non-clinical physician faculty (Teaching, Research, Clinical Practice, Professional Service). The candidate's job description and title will determine the areas most appropriate to be evaluated. In the case of modified titles, the modifier will determine the primary area of evaluation. Promotion to successively higher faculty ranks is based on a sustained record of excellence and a review of scholarly achievements since the candidate's last promotion.

Excellence in scholarship constitutes a fundamental criterion for faculty advancement within academic institutions. However, the conceptualization of scholarship must encompass sufficient breadth to reflect the evolving nature of medical education, knowledge advancement and research initiatives, professional service contributions, and clinical practice excellence.

Traditional evaluation methodologies have predominantly emphasized research productivity metrics (e.g., research grant acquisition, peer-reviewed publication record, issued patents) which remains appropriate for research-focused faculty appointments. While acknowledging the significance of such research contributions, the IAAPC recognizes there are equally rigorous scholarly endeavors in pedagogical innovation and professional/clinical service across the comprehensive spectrum of faculty responsibilities (e.g., invitations as plenary speakers at clinical professional society conferences, educational publications, implementation of innovative curricular redesign for courses/clerkships, etc.). This scholarship substantively contributes to and enhances the regional and national reputation of both the individual faculty member, the affiliated institution, and the university, a consideration of paramount importance within the IAAPC evaluation process.

A. DESCRIPTION OF AREAS OF SCHOLARSHIP

i. RESEARCH

Research entails the generation of new knowledge, refinement of existing understanding, and dissemination of findings to the broader community. Excellence in research is demonstrated through high-caliber original contributions across diverse domains, including basic sciences (laboratory investigations), social and behavioral sciences (qualitative studies, focus groups, data science, survey research, informatics), and clinical applications (clinical trials, quality improvement initiatives, program evaluation).

Research excellence is traditionally measured through competitive grant acquisitions, peer-reviewed publications in respected journals, and funding secured for investigative projects. Beyond these standard metrics, significant contributions to the research ecosystem also serve as indicators of excellence, including substantive mentorship of students, trainees, and colleagues, service on grant review panels and study sections, and editorial responsibilities for academic publications.

Inventions constitute another important dimension of scholarly achievement, representing novel

creations that extend beyond current field knowledge and embody unexpected rather than incremental developments. These innovations may take various forms, such as new concepts, compositions with surprising properties, or significant technological improvements. Patents for industrially applicable inventions provide formal verification of inventiveness.

Collectively, these diverse activities demonstrate a researcher's commitment to advancing knowledge within their field while simultaneously supporting the broader research community. This comprehensive approach to evaluating research excellence acknowledges both traditional scholarly outputs and broader contributions to scientific progress.

Note: While holding a UMKC academic appointment, UMKC faculty affiliation must be included on all publications and abstracts related to their research that candidates want the committee to consider in their application for promotion at UMKC.

ii. TEACHING

Scholarship in teaching encompasses the effective communication of established knowledge, innovation in ways to communicate this knowledge, the capacity to engage and motivate students, and the ability to transform complex concepts into accessible principles needed for the practice of medicine. Excellence in teaching should demonstrate a candidate's comprehensive command of their discipline and, where relevant, associated clinical practice.

The scholarly educator will exhibit thorough knowledge of learning processes, pedagogical principles, and proficiency with case-based or evidence-based instructional methods. Candidates should also receive recognition for pedagogical innovation, such as developing new courses, substantially revising existing curricula, or implementing effective advances in teaching techniques, curricular initiatives, and instructional technology.

Scholarship in teaching may further include educational research and publications focused on teaching methodologies or learning outcomes.

Note: While all teaching activities can be included in the IAAPC portfolio, the candidate should make special effort to document specific teaching of UMKC learners (students, residents, and fellows) while holding a UMKC academic appointment. All educational materials produced for dissemination that candidates want the committee to consider should cite their UMKC academic affiliation.

iii. CLINICAL PRACTICE

Scholarly excellence in clinical practice manifests through the skilled application of one's health profession and effective administration of health service programs or clinics. Distinguished clinicians demonstrate the ability to synthesize evidence-based knowledge with compassionate, patient-centered care. Professional distinction is characterized by successfully bridging theoretical frameworks and clinical implementation, applying expertise innovatively to address significant challenges at both individual and population levels to enhance health outcomes.

Clinical excellence may further encompass the development and dissemination of groundbreaking healthcare methodologies, substantial contributions to clinical practice, guideline development within one's specialty, and implementation of systematic approaches to reduce healthcare disparities, enhance accessibility, and improve quality and safety metrics in healthcare delivery. To establish professional merit, practitioners must demonstrate specific contributions to their field that extend beyond their individual clinical practice.

Note: While holding a UMKC academic appointment, UMKC faculty affiliation must be included on all presentations, publications, abstracts, etc. used to demonstrate sustained excellence in clinical practice that candidates want the committee to consider for promotion

iv. PROFESSIONAL SERVICE

Scholarship in professional service is demonstrated through faculty members' commitment to the School of Medicine's mission, engagement with professional organizations in their field of expertise, and contributions to community welfare aligned with UMKC's mission. Evidence of such scholarship includes substantive participation in institutional or departmental committees, administration of health service programs or clinics, management of essential research facilities critical to the School of Medicine's mission, innovative administrative leadership, service on advisory boards, development of community outreach initiatives, and leadership roles in community, state, and national service or professional organizations. It should be noted that mere membership in professional organizations or committees is insufficient evidence of meaningful contribution; rather, candidates must demonstrate tangible impacts on the School of Medicine and/or their discipline and profession.

Note: The faculty member should list their UMKC faculty affiliation when serving on institutional, professional, or community organizations.

IV. IAAPC REVIEW PROCESS FOR ACADEMIC PROMOTION

Candidates must adhere closely to the faculty promotion timeline and instructions for preparing the promotion packet. The promotion timeline and application instructions can be found on the UMKC faculty website <https://med.umkc.edu/departments/administrative-offices-departments/fa/>

A. APPLICATION FORMS FOR PROMOTION

Faculty candidates seeking promotion can obtain an Application Forms' Packet from the School of Medicine (SOM) Office of Faculty Affairs. Candidates must complete several required documents: the promotion Coversheet and Checklist/Part I, Personal Information Sheet/Part I, Self-Appraisal Sheet/Part I, and Scholarly Activities Descriptions and Sheets/Part I (covering Teaching, Research, Professional Service, and Clinical Practice). Additionally, candidates seeking promotion to an unmodified title must submit a SOM External Evaluators List identifying six non-UMKC SOM faculty evaluators who will provide assessment letters.

The section or division chief, department chair, associate dean, if applicable, and SOM faculty coordinator will review the application to verify completeness before submission to the SOM IAAPC. Incomplete applications will be returned to the faculty member for completion, which may delay the evaluation process. The submission deadline will be specified on the promotion calendar. Candidates should begin the process well in advance of this deadline, as completing the application materials requires significant time and effort. Successful promotion applications depend on organizing and maintaining detailed records of professional activities.

Faculty members seeking promotion in the non-regular (non-tenure), non-physician and non-clinical physician track undergo review according to the process described below:

1. The chief of the section or division at the institution of their employment, if applicable.
2. The UMKC department's promotion committee, if one exists, completes Part II, department promotion committee review.
3. The UMKC department chair (or the affiliated hospital's associate dean, if there is no clinical department chair) completes Part II, department chair's review and associate dean's review form.
4. The School of Medicine faculty affairs coordinator will provide the candidate's finalized Part I promotion portfolio and Part II endorsements with external evaluator letters to the IAAPC.
5. After careful review of each candidate's credentials, the IAAPC submits its recommendations and record of deliberation to the School of Medicine dean.
6. IAAPC recommendations require review and approval by the SOM dean.
7. UMKC SOM benefit-eligible non-tenure-track faculty require a final review by the UMKC provost.

8. Once approved, all promotions will be effective as of September 1.

When the review concerns promotion of a department chair employed at an affiliate hospital, the associate dean of the affiliate hospital must review the request and submit the recommendation letter.

B. GENERAL REQUIREMENTS

i. FACULTY CARRYING MODIFIED TITLES

Faculty members with contributions in specialized areas (teaching, clinical, research) must demonstrate scholarly achievements in at least one of the categories during the promotion period. The scholarship must be in the area that matches the modifier. All publications must be accepted for publication within the promotion period and prior to submission of promotion materials.

1. Peer-Reviewed Publications: Research or educational articles published in professional journals with UMKC acknowledged as the institutional affiliation. Publications in journals requiring critical review will be weighted more heavily, though all publications will be evaluated. Research assistant professors and research associate professors seeking promotion are expected to publish in peer-reviewed journals as a core component of their position requirements.
2. Patents represent substantial evidence of inventiveness when approved by national or regional patent offices. Greater significance is attributed to patents that have been implemented through clinical trials or in the development of commercial products or processes. Patent applications still undergoing examination may also demonstrate inventiveness, albeit with less certainty than those already granted or issued.
3. Scholarly Works: Books, monographs, manuals (print or electronic), clinical case studies, teaching cases, and innovative educational publications that advance the field. Materials produced primarily for UMKC student instruction should be categorized under teaching activities rather than research. It should be noted whether these have been critically reviewed and documentation on number of times cited, purchased, or used is important for the IAAPC.
4. Professional Presentations: Invited or submitted presentations featuring original data, innovative teaching methodologies, or clinical findings delivered at major national or international conferences, or at prestigious institutions or research organizations. UMKC affiliation should be noted in the presentation.
5. Research Funding: Demonstration of a sustained, externally funded, independent research program.
6. Research Leadership: Leadership and/or organization of research trials or clinical/educational symposia.

Additional examples of qualifying scholarship activities are detailed in the appendix.

ii. FACULTY CARRYING UNMODIFIED TITLES

Faculty seeking promotion without a specific modifier must demonstrate significant scholarly achievements across multiple categories (teaching, research, clinical practice, professional service) as outlined above. Furthermore, such faculty must provide documentation of publications in peer-reviewed journals that are either indexed in MEDLINE or demonstrably meet the following criteria: (1) underwent rigorous independent peer review, (2) achieved broad dissemination within the field, and (3) generated significant impact in the discipline. All such publications must have been accepted during the promotion review period and prior to the submission deadline for promotion materials.

C. SPECIFIC REQUIREMENTS FOR FACULTY WITH RANKED TITLES WITH A MODIFIER

i. TEACHING ASSISTANT PROFESSOR, RESEARCH ASSISTANT PROFESSOR, CLINICAL ASSISTANT PROFESSOR

- Completed professional training with a terminal degree in a field commensurate with assigned duties.
- Employed by UMKC full-time (benefit eligible) or employed by a UMKC SOM affiliated hospital

- with a clearly defined role in teaching, service or research on behalf of the SOM.
- Participates, or anticipated to participate, at Level 1 in the area of the modifier (clinical, teaching, or research) as well as Level 1 in another area which may include professional service
- Demonstrates potential for continued faculty development.

ii. TEACHING ASSOCIATE PROFESSOR, RESEARCH ASSOCIATE PROFESSOR, CLINICAL ASSOCIATE PROFESSOR

- Completed professional training with a terminal degree in a field commensurate with assigned duties and board certification, if applicable.
- Employed by UMKC full-time (benefit eligible) or employed by a UMKC SOM affiliated hospital with a clearly defined role in teaching, research, or clinical practice on behalf of the SOM.
- Minimum of five (5) years from receipt of terminal degree.
- Minimum of four (4) years at the rank of assistant professor or an academic equivalent.
- The candidate will have developed a track record of scholarly activities within his/her area of expertise. The candidate must be performing at Level 2 (or above) in activities associated with the modifier (clinical, teaching, or research), as well as Level 1 in one other area which may include professional service. Evidence of scholarly activity in the primary area of expertise must be demonstrated.
- Evidence of at least regional expertise and recognition in faculty members' area of interest.

iii. TEACHING PROFESSOR, RESEARCH PROFESSOR, CLINICAL PROFESSOR

- Completed professional training with a terminal degree in a field commensurate with assigned duties and board certification, if applicable.
- Employed by UMKC full-time (benefit-eligible) or employed by a UMKC SOM affiliated hospital with a clearly defined role in teaching, research, or clinical practice on behalf of the SOM.
- Minimum of ten (10) years from receipt of terminal degree.
- Minimum of four (4) years at the rank of associate professor or an academic equivalent.
- The candidate must demonstrate a record of sustained excellence in scholarly activities within his/her field of expertise. The candidate must be performing at Level 3 in activities associated with the modifier (clinical, teaching, research) Level 2 in one other area, and at Level 1 in one other area, which may include professional service. Evidence of scholarly activity in the primary area of expertise must be demonstrated.
- Evidence of national or international expertise and recognition in faculty member's area of interest.

D. SPECIFIC REQUIREMENTS FOR FACULTY WITH RANKED TITLES WITHOUT A MODIFIER

i. ASSISTANT PROFESSOR

- Completed professional training with terminal degree in a field commensurate with assigned duties.
- Employed by a UMKC SOM affiliated hospital with clearly defined role(s) in teaching, research, or clinical practice on behalf of the SOM.
- Participates or anticipated to participate at Level 1 in three of the four recognized areas for promotion (clinical practice, teaching, research, and professional service).
- Demonstrates potential for continued faculty development.

ii. ASSOCIATE PROFESSOR

- Completed professional training with a terminal degree in a field commensurate with assigned duties and board certification, if applicable.
- Employed by UMKC full-time (benefit-eligible) or by a UMKC SOM affiliated hospital with clearly defined role(s) in teaching, research, and/or clinical practice on behalf of the SOM.
- Minimum of five (5) years from receipt of terminal degree.
- Minimum of four (4) years at the rank of assistant professor or an academic equivalent.
- The candidate will have developed a track record of scholarly activities within his/her area of expertise. The candidate must be excelling at Level 2 in two of the four recognized areas (clinical, teaching, research, service) and Level 1 in one additional area. Evidence of scholarly activity in the primary area of expertise including peer-reviewed publications must be demonstrated.
- Evidence of at least regional expertise and recognition in faculty members' area of interest.
- The candidate will provide names and addresses of six (6) external evaluators in the faculty member's discipline who are at the faculty rank of associate professor or professor, who are not affiliated with UMKC SOM, and who can provide letters of evaluation for the candidate (UMKC Department of Pediatrics faculty may not use KU faculty). The candidate must have at least three (3) evaluation letters in his/her portfolio to undergo evaluation for promotion.

iii. PROFESSOR

- Completed professional training with a terminal degree in a field commensurate with assigned duties and board certification, if applicable.
- Employed by UMKC full-time (benefit-eligible) or a UMKC SOM affiliated hospital with clearly defined role(s) in teaching, research, or clinical practice on behalf of the SOM.
- Minimum of ten (10) years from receipt of terminal degree.
- Minimum of four (4) years at the rank of associate professor
- The candidate must demonstrate a record of sustained excellence in scholarly activities within his/her field of expertise. The candidate must have demonstrated sustained excellence at Level 3 in one area and Level 2 in two areas. Evidence of scholarly activity in the primary area of expertise including peer-reviewed publications must be demonstrated (Section B).
- Evidence of national or international expertise and recognition in faculty member's area of interest.

V. APPEAL PROCESS

In the event a candidate's request for promotion is denied by the IAAPC, then the candidate, the sponsoring department's promotion committee (if one is present), and the department chair, director, or associate dean, if applicable, from the primary institution will be notified with the reasons for the denial in a timely fashion. The candidate, department chair, director, or associate dean, if applicable, and the department's promotion committee (if one is present), will have 14 days from the date of notification to submit an appeal and any additional information to the IAAPC. The IAAPC will consider the appeal and forward their final recommendation to the SOM dean. Following an appeal, the SOM dean retains authority to either uphold or modify the IAAPC decision, which shall constitute the final determination in the matter.

VI. DOCUMENTATION AND ASSESSMENT

The adoption of broader definitions for scholarly activities in teaching, advancement of knowledge (research),

professional service, and clinical practice necessitates more comprehensive documentation of faculty members' professional accomplishments. While the traditional CV provides essential information, evidence of teaching, research, service, and clinical practice requires more detailed documentation. Faculty members are encouraged to maintain journals or portfolios that document scholarly activities with sufficient detail for peer recognition and evaluation. Examples of applicable scholarly activities are provided in the Appendix. Benefit eligible UMKC SOM non-tenure-track faculty must maintain all promotion materials within myVITA.

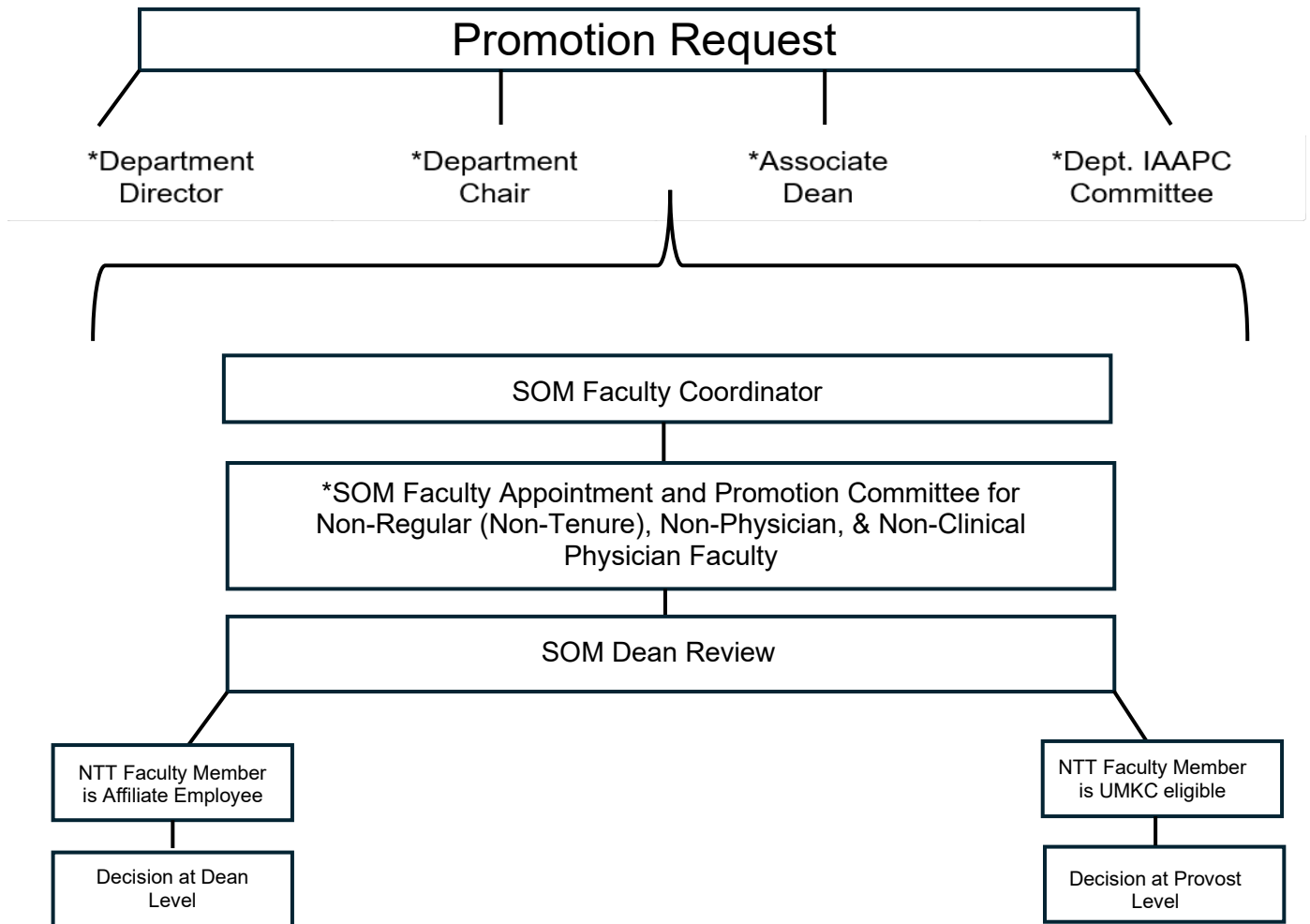
Documentation of activities should include an identifying title, location, inclusive dates of service, and a concise narrative description of both the activity and the faculty member's role. Activities related to the advancement of knowledge (research) should follow traditional documentation formats. Publications should be listed with authors in publication order, manuscript title, journal name, publication date, and type of publication (e.g., original manuscript, letter to the editor, editorial). Research grants and awards should detail the title, principal and associate investigators, research site, funding agency/source, award amount, funding status, and a brief description of the project's aims and objectives.

Faculty members should supplement narrative descriptions with publicly available supporting documents (e.g., lecture notes/outlines, curricula, publication reprints, conference brochures, correspondence) that clarify the nature and extent of their involvement. The IAPPC base recommendations for promotion on the candidate's documentation, recommendations from their department chair or director, associate dean (if applicable), department promotion committee chairman (if applicable), and evaluation letters from external reviewers.

These guidelines are intended to assist full-time non-regular (non-tenure), non-physician, and non-clinical physician faculty seeking advancement through the ranks at the UMKC School of Medicine. However, they are neither rigid requirements nor an exhaustive list of acceptable scholarly activities. Faculty members may engage in innovative and rigorous scholarly activities not specifically enumerated in these examples. Such activities are equally valuable as foundations for advancement in faculty rank. Recommendations for promotion will be based on a comprehensive assessment of the faculty member's complete credentials portfolio.

UNIVERSITY OF MISSOURI-KANSAS CITY SCHOOL OF MEDICINE

FULL-TIME NON-REGULAR (NON-TENURE),
NON-PHYSICIAN AND NON-CLINICAL PHYSICIAN FACULTY
IAAPC Guidelines



EXAMPLES OF SCHOLARLY ACTIVITIES AT LEVEL 1 INTENSITY (Appendix)

Teaching	Clinical Practice	Professional Service	Research
Supervises or mentors students, residents, or fellows.	Demonstrates competence and promise of excellence in clinical, diagnostic, procedural or other professional work	Actively participates in professional organizations.	Publications: Record of research publications that are not necessarily peer-reviewed.
Prepares curriculum materials.	Demonstrates skills in managing institutional activities or programs. Example: laboratory core facility management.	Reviews abstracts submitted for professional meetings	Research Funding and Activity: Recipient of internal research funding (School of Medicine, Sarah Morrison). Originator of research efforts not requiring external funding, but resulting in presentations or publications
Teaches in local or continuing medical education courses.	Consults/collaborates at the local level.	Performs public or community based professional services. Examples could include: Mentors local non-UMKC students. Examples Science Pioneer "Meet the Mentor" program; "Summer Scholars" programs at UMKC, CMH, and other programs at affiliated hospitals	Evidence of application for local or regionally funded research as principal investigator.
Lectures to students, residents or peers.	Conducts tests, procedures or data handling in support of a service laboratory/clinical program	Judges outside professional-related events at secondary school level or above. Examples: Greater Kansas City Science Fair (Senior Biology), Kansas or Missouri Junior Academy research and spring presentations.	Professional Society Activities: Continual membership or candidacy in organizations that focus on research as a major activity of its members. Record of regular attendance at national, international, and major regional research meetings. Record of research presentations at local research meetings
Instructs in laboratory sessions for health science students.		Provides services to community groups, individuals and families. Examples: increasing the scientific knowledge of laypersons through generation of brochures, attending/participating in public lectures relevant to area of expertise, writing editorials for local newspapers	Shares research in the form of poster presentation, small group discussion, and other peer-reviewed conference presentation format.
Presents teaching rounds or patient conferences.		Serves on hospital/institutional committees.	Active in local presentation of research results.
Receives local award for teaching or mentoring activities.		Member of clinical, research, or education committees.	
		Organize or lead interdepartmental seminars/conferences, inter- institutional seminars, and journal clubs.	

EXAMPLES OF SCHOLARLY ACTIVITIES AT LEVEL 2 INTENSITY

Teaching	Clinical Practice	Professional Service	Research
Invited lecturer at other academic institution or research facilities.	Oversees and directs a SOM, clinical or service laboratory or program	Contributes to education of colleagues from other disciples/subspecialties regionally. Examples: contributor to postgraduate level courses, continuing education series	Serves as a member of a regional research or clinical review committee.
Develops/directs postgraduate continuing education course for a regional audience.	Laboratory/program management (regulatory-related, not research) Examples: quality control/assurance records, hazardous material responsibilities/chemical record management, epidemiological analysis, outcomes evaluation, student counseling program. Receives local service award or recognition for service.	Serves as a member on appropriate hospital/institutional committees (service and regulatory). Service Committees (Examples: student selection, establishing policies, developing curriculum. Regulatory Committees – i.e., ones that require review of and votes on peer proposals; members assure peers and University that we meet Government regulations/guidelines. (Examples: IRB, Animal Care and Use Committee, Radiation Safety Committee).	Research Funding and Activity: Record of research funding from outside the School of Medicine or record of positively reviewed attempts to secure external funding. Sustained, original research efforts not requiring external funding, but resulting in peer-reviewed publications. Consulting or participation as a co-investigator in research projects conducted by colleagues. Record as a peer-reviewer for grant proposals to external funding agencies (overlaps with service).
Supervises or coordinates teaching by other faculty, fellows or residents (Course Director).	Developed/established innovative clinical program which achieves regional recognition	Performs public or community based professional services as in Level 1. Examples: tours for potential donors, institutional liaison and/or membership in relevant support groups for medically challenged individuals	Recognition as an ad hoc journal reviewer, member of study section and/or private sector consultant.
Receives regional teaching award from students.	Consults/collaborates at a regional level	Serves as an officer in state professional society.	Patent(s): Utility patent application filed
Serves as an associate director in training program which has a regional or national audience	Authors/collaborates at the regional level	Serving on a UMKC thesis or UMKC dissertation committee.	Publications: Record of high-quality research publications in peer-reviewed journals or books.
Receives institutional or regional teaching award for trainees.	Author or invited to participate in media activities at the regional level in recognition of individual expertise (e.g., media topics, podcasts, op-ed articles.	Professional Society Activities: Sustained active role in organizations	Presentation of research at regional or national professional (research) meetings.
Supervises of mentors students (MD, MS, PhD, PharmD, Residents, Fellows) and or peers in a substantial way			
Research mentoring: sustained mentoring of research projects by UMKC undergraduate students. Committee membership for UMKS masters/doctoral students outside the School of Medicine.			
Creates and directs a key new innovative formal course for medical fellows, medical residents, or medical students			
Invited to teach in a regional or national educational meeting			

EXAMPLES OF SCHOLARLY ACTIVITIES AT LEVEL 3 INTENSITY

Teaching	Clinical Practice	Professional Service	Research
(Co)Editor/(co-)author/(Co) contributor for a major textbook adopted for teaching at other institutions	Advances the mission or prestige of the University/ hospital/clinic by unique or innovative application of professional expertise. Examples: applications of new technologies for disease diagnosis or new therapies for patient care; submission of invention disclosures/ patent applications for University	A sustained record of providing outstanding peer reviews for journals and edited volumes. Continual membership in organizations as major activity of its members	Professional Society Activities: <ul style="list-style-type: none"> Continual membership in organizations that focus on research as a major activity of its members Sustained record of regular, peer-reviewed presentations at national, international, and major research meetings. Chair of panel discussions at national or international meetings. Invited plenary speaker at national or international meetings. Organizer of a major research symposium at national and international meetings.
Develops course, curriculum materials, educational software or other materials, which are used nationally.	National/international reputation within field. Examples: consultations, collaborations, memberships in study sections or advisory groups; receives awards, prizes, other notable achievements; contribution to board examination or subspecialty certification organization; invitations to lectures, elected memberships to professional societies, editor of professional journal/book; representation of hospital/institution on areas of expertise.	Editor or review-board member of a peer-reviewed research journal.	Publications: Sustained record of high-quality, original research publications in widely recognized, peer-reviewed journals or books
Receives campus-wide, national, or international teaching award.	Authors or invited to participate in media activities at the national/international level in recognition of individual expertise.	Officer in national/international professional society.	Organizes or participates in major research presentations at national and international conferences.
Invited to organize a national educational meeting.	Developed/established innovative clinical program which achieves national recognition	Chair or co-chair, or invited member of national or international committee professional society/board.	Receives a national award or national recognition for excellence in research (e.g., a Veatch Award). Key individual in research training of other faculty or post- doctoral appointees.
Supervises a training program, which has a national audience			Leadership role in Multi-Center Clinical Trials.
			Patents: Patent(s) granted or issued
			Serves as a principal investigator of federal or other external grant or has a record of continuous external funding.

